

20 June 1977

RECOMMENDATIONS SUMMARY

- DCI MAG 1. Set up a small office of Personnel Policy under the DDCI to establish overall personnel policy, monitor adherence, and handle career management of employees:
- GS-14 and above; on rotational assignments;  
on detail to other agencies
- and directed by an individual appointed from outside the Agency.
2. Make promotions of lower grade professionals more competitive to reduce the GS 14/15 bottleneck/bulge.
3. Reduce the number of managerial positions and layers to make room for specialists (persons not motivated for management careers but possessing special skills) at higher grades.
4. Relax time-in-grade standards for promotion.
5. Shift responsibility for job specification/grade level definition from Position Management and Classification to the local manager.
6. Expand use of Civil Service Commission practice of the double-jump promotion at the lower professional grades.
- ADMA6 7. Reinstitute/formalize a three year trial/probationary period for all newly hired employees.
8. Disseminate more widely career-planning data, especially regarding ceilings, promotion rates, etc.
9. Examine the possibility of setting up distinct panels involved in evaluation and career planning for employee pool (GS 14/15) from which future supergrades will be drawn.
10. Examine the desirability of developing procedures for disposition/handling of the lowest-rated employees.

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11. Examine the desirability of using closed-circuit TV/video-taped presentations for the DCI to communicate better with Agency personnel.
  12. Expand "Notes from the Director" to provide a forum for timely, forthright, factual accounts of initiatives, programs and options under consideration, etc. Include recognition of recent Agency accomplishments.
  13. Reach out personally to Agency employees, e.g., walk-through tours of offices; receive personalized presentations by individuals.
  14. DCI lunch with employees occasionally.
  15. Prepare comprehensive package of recommendations on personnel promotion and specifically how to improve personnel flow (assigned by DCI to DDA MAG).
  16. Distribute "Notes from the Director" to every employee.
  17. Do not rely on staff meetings to communicate significant items to employees.
  18. Strengthen the DDCI's (or any other appropriate officer's) role in clarifying and expressing your aims to employees.
  19. Continue to use MAG's as a vehicle for 2-way communications.
  20. Provide better feedback to analysts on briefing drafts, how product received, future needs, etc.
  21. Consider improving analysts ability to adequately support you with background data by taking substantive specialists with you to some briefing sessions or holding periodic seminars with them.
  22. Reform the process by which DCI requests are transmitted to the working level (to reduce distortion) and returned to you (to reduce undue formalization, coordination, time consumption, etc.)
  23. Provide ready access to someone on your staff to clarify requests when necessary.

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24. Coordinate last minute additional items/alterations for the PDB (except minor editorial changes) with a representative from the appropriate office.
25. Fully coordinate all DDO contributions to current intelligence products.
26. Coordinate papers submitted to non-Agency consumers that deal with topics for which more than one office is responsible.
27. Solicit cooperation of other departments/agencies in providing access to data to Agency analysts.
28. Seek extra-Agency feedback on products. (ex. biographic reports)
29. Consider CIA policy of circulating to other departments/agencies a list of forthcoming publications. Request they reciprocate.
30. Consider forming a centralized office of Executive Liaison to coordinate interagency cooperation.
31. Encourage more intelligence analysis and production by CIA without coordination with other agencies.
32. Reduce the number of interagency intelligence products.
33. Use the NIO system to produce a community product only when a coordinated view is determined to be absolutely necessary.
34. Prohibit parallel text containing dissenting assessments after approval of the final draft of an interagency paper.
35. Reiterate your invitation to send to you questions, issues, and suggestions.
36. Give the Suggestion Awards Committee sufficient authority to act on suggestions so that it does not serve only as an intermediary between the "suggester" and the component affected by the suggestion.
37. Eliminate the practice of awarding people for suggestions that should be considered integral parts of their jobs.

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38. Support the MAG groups which are trying to solve the smoking/non-smoking area problem.
39. Develop a systematic managerial development program to ensure individuals are trained in appropriate managerial skills before progressing to the next managerial level.
40. Expand the Directorate-level management intern program to the office and group levels, giving potential managers opportunities for additional administrative experience.
41. Consider a managerial career service, enabling people to be evaluated and promoted on their managerial skills.